

QUALIFICATION HIGHLIGHTS

- 8+ years senior leadership experience in key federal sector positions, including Director for Business Operations in OEI; Chief of Staff to the EPA CIO; Chief of Staff to the Federal CIO.
- Expert in administrative programs, including budget and finance; contracts and HR.
- Managed IT programs for 190 employees with annual budget of \$190M.
- Led special hiring effort for U.S. Digital Services, providing strategic direction for government-wide Schedule-A hiring authority for 700 Digital Service Experts.
- Unique expertise as administrative leader, information technology specialist and biologist.

MANAGEMENT POSITIONS

Office Director, GS-15 **July 2016 - Present**
Office of Business Operations and Services, Office of Environmental Information,
Environmental Protection Agency, Washington, DC

- Provide comprehensive administrative services to the Office of Environmental Information (OEI), including centralized human resources, acquisitions, budget, information system security and information management functions.
- Direct responsibility for a \$137M annual budget.
- Provide leadership to 43 employees including three subordinate Division Directors.
- Lead post-reorganization implementation.
- Successfully centralized human resources and the information system security officer functions, which oversee 48 systems as part of the OEI reorganization.
- Provide advice and recommendations on administrative programs to the CIO, DCIO and peer senior leaders.

Chief of Staff (Supervisory), GS-15 **June 2015 - July 2016**
Office of Environmental Information, Environmental Protection Agency, Washington, DC

- Coordinated the priorities of the Chief Information Officer, across OEI and EPA.
- Led the administrative operations of the OEI immediate office.
- Led the OEI reorganization, including package development, staff and union briefings and all implementation activities.
- Led team which defined and implemented a new, streamlined IT governance structure.
- Established the Innovation Fellowship program to bring in IT technical talent from the private sector.

Chief of Staff (on detail), GS-15

November 2014 – June 2015

Office of E-Government and Information Technology, Office of Management and Budget, Executive Office of the President, Washington, DC

- Recruited to serve on detail to OMB to provide expert advice and apply extensive experience in leading federal administrative programs.
- Provided strategic direction, process improvements and solutions for human resources management, budget and contracts, while building coalitions across the various components of the Executive Office of the President (EOP).
- Oversaw the \$20M budget for E-Gov, including OMB appropriated funds and the Information Technology Oversight and Reform fund (ITOR) fund.
- Managed budget formulation and execution with coordination across OMB and EOP.
- Conducted wide range of human resource activities, including development of staffing plans, creation of new unique positions, implementation of reorganization and hiring.
- Accomplishments included: 1) led the internal hiring of seven Digital Service Experts and 18 intermittent consultants for the newly established U.S. Digital Service; 2) providing strategic direction for a Government-wide Schedule A hiring authority request for 700 Digital Service Experts; 3) implemented the new E-Gov organization that established the Cyber and National Security Unit; 4) led all hiring efforts for E-Gov policy analysts (6 vacancies) and Cyber security experts (7 vacancies); 5) served as mentor to new managers and staff.

Acting Deputy Office Director (SES), GS-15

July 2013–November 2014

Office of Technology Operations and Planning, Office of Environmental Information, Environmental Protection Agency, Washington, DC

- Provided daily oversight for EPA's diverse and complex information technology (IT) infrastructure, supporting the agency's information systems and information services.
- Provided oversight for IT programs for 190 employees with annual budget of \$190M. Oversaw project and resource needs and determined expenditures; monitored expenditures to ensure budget guidelines were met.
- Led all administrative programs for the Office, including budget, finance, contracts and HR.
- Provided leadership to 10 Immediate Office employees and 5 managers.
- Led an OEI-wide hiring effort for entry level staff; over 100 candidates participated in a job fair, which resulted in 10 hires.
- Resolved key customer support challenge, as related to IT support for field personnel; a long standing issue that was raised to the highest levels in each organization before resolution.

EXECUTIVE CORE QUALIFICATIONS**LEADING CHANGE**

As the Chief of Staff for the Office of Environmental Information, I led the final phase of the recently completed large-scale reorganization. The organizational structure had been in place for over 15 years and was not aligned with modern practices. This complete reorganization was designed to update, modernize and better align information management and information technology functions, with an emphasis on planning, architecture and the customer experience. This forward thinking and strategic reorganization included upfront analysis prior to options development, with staff and management participation in a selection process for their future positions.

- Drafted the formal reorganization package for Agency review and comment, addressing all comments received quickly and successfully.
- Routinely briefed Office and Unions on overall progress of effort.
- Encouraged employee engagement throughout the entire process.
- Led the implementation team, which included communications, systems, service delivery, human resources, space, property, acquisitions and finance.
- Established an employee engagement group called the Frontier Team, to help make the reorganization a success.
- The overall result has been a very smooth transition to the new organization with a more motivated workforce due to the employee participation throughout the entire process.

LEADING PEOPLE

I led the formation of the new Office of Business Operations and Services (OBOS), following the completion of the Office of Environmental Information reorganization. As the Director of this new organization, I manage 43 FTEs with three Division Directors, overseeing significant responsibilities including centralized human resources and the consolidation of all the OEI information system security officers.

- I immediately set the vision and direction for the new Office.
- I united the new OBOS team, as some staff came from other OEI organizations.
- I worked with the team to assess any potential skills gaps due to staff moves to new positions.
- I built the new management team which consists of Division Directors, with two from the predecessor organization, who are new to supervision, and one who is new to the OBOS organization.
- I encouraged the managers and staff to look at the entire portfolio of our work to ensure that we have sound processes in place and that our efforts add value in all transactions we touch.
- In a short period, the diverse team is coming together to provide high quality services to our OEI customers.
- I selected a new permanent Director to oversee the HR Division, which had significant morale issues in the predecessor organization. The new Director has been instrumental in helping the HR group overcome morale issues, and is now operating as a highly functioning team, which is critical to success of the new centralized human resources model.

RESULTS DRIVEN

In the last three senior leadership positions held, I have led the design and implementation of several noteworthy organizational improvements, across EPA and government-wide. Specific accomplishments within EPA include establishing and implementing the OEI Innovation Fellows Program and the new IT/IM governance structure, as outlined in my role as Chief of Staff for OEI. In my current role as Director the Business of Operations and Services, I successfully centralized human resources services and the information system security officer functions. In my role as Chief of Staff to the Federal CIO, I led a special hiring effort for U.S. Digital Services Team, in which I provided the strategic direction that resulted in the government-wide Schedule A hiring authority for 700 Digital Service Experts.

- Implemented enhancements that were directly related to fulfilling the intent of the OEI reorganization, including:
 - Successfully established the first OEI Innovation Fellows Program to bring cutting edge technical talent in from the private sector to solve EPA IT challenges.
 - Led the team that designed and implemented a new enterprise information technology/information management governance model, which is now in use at EPA, and has significantly reduced the number of meetings for EPA senior leaders.
 - The result of the new governance structure is a more simplified, streamlined and effective configuration consisting of the Information Board of Directors and the CIO Strategic Advisory Committee.
 - I collaborated with my HR team to establish the new, centralized OEI hiring process, which included developing a SharePoint site with relevant HR resources, and an automated form for requesting HR services.
 - I socialized this new approach with my colleagues on the OEI Senior Leadership Team, and discussed with each Office individually to address questions and gain buy-in.
 - I was able to overcome initial resistance to this new HR approach by demonstrating the strategic value of looking across OEI versus looking at one transaction at a time.

BUSINESS ACUMEN

A strong example of my business acumen and expertise is demonstrated in my role as the Chief of Staff to the Federal Chief Information Officer and the Deputy Chief Information Officer at the Office of Management and Budget (OMB). I was recruited to this position in the Office of E-Government and Information Technology (E-Gov) for my extensive experience and expertise in leading federal administrative programs. I provided strategic direction, process improvements and solutions for human resources, budget and contracts. I arrived in the midst of a challenging situation where there was a lack of structure around administrative programs and significant pressure to rapidly hire for the new United States Digital Service (USDS) - a White House priority initiative. Additionally, I was responsible for overseeing the dramatic increase in the Information Technology Oversight and Reform (ITOR) fund, which increased from \$8M in FY14 to \$20M in FY15. I led a wide range of human resource activities including hiring, developing staffing plans, creating new unique positions and implementing a reorganization. My actions and accomplishments include:

- Led the internal hiring of seven Digital Service Experts and 18 intermittent consultants for the newly established USDS.

- Provided strategic direction for a Government-wide Schedule A hiring authority request for 700 Digital Service Experts.
- Implemented the new E-Gov organization that established the Cyber and National Security Unit.
- Led all the hiring efforts for E-Gov policy analysts (6 vacancies) and Cyber security experts (7 vacancies).
- Mentored new managers and staff.

These successes required constant collaboration and consultation with senior leaders within OMB and the Executive Office of the President (EOP). My efforts have resulted in USDS quickly staffing up with highly qualified digital experts that will assist in creating high impact, customer facing Federal IT programs and projects for the American public.

BUILDING COALITIONS

As the Acting Deputy Office Director in the Office of Technology Operations and Planning (OTOP), I volunteered to address an extremely challenging and volatile situation with the Criminal Investigation Division (CID) in the Office of Criminal Enforcement, Forensics and Training (OCEFT), which was the result of intense frustration involving long standing information technology (IT) support issues. CID had attempted to work through the IT issues at various staff levels within OEI without success for years. When the issue was raised to my attention, I embraced this opportunity to address the situation and resolve the issues.

I immediately took several actions to improve communications and IT services to OCEFT.

- I set up regular bi-weekly meetings with the OCEFT senior leadership team (Office Director, Deputy Office Director, CID Director, and OECA Senior Information Official) to review and address their IT support problems and concerns.
- I created an IT issue log and then worked collaboratively with OCEFT to prioritize the issues.
- I worked with my OTOP technical team to provide timely solutions to these prioritized issues.
- I attended a CID Meeting in Shepherdstown, West Virginia with the Chief Information Officer, the OCEFT Senior Leadership team and the Special Agents In-Charge (SACs). It was a tough meeting with many questions that arose from a source of frustration. I handled the situation with a collaborative and tactful approach and what began as a highly charged session, ended in a very positive and productive partnership.
- I provided solutions and options for many of the CID IT challenges, which has resulted in increased productivity for the field agents. Specific support included expanded the use of a remote software support solution to quickly assist field agents with IT issues regardless of location.
- I also helped establish a new computer deployment process that minimizes employee downtime.

My efforts in this situation resulted in a complete turnaround of the relationship between OEI and CID from one of distrust and acrimony to one of collaboration and mutual respect.

OTHER PROFESSIONAL POSITIONS HELD

Associate Office Director, GS-15
Office of Technology Operations and Planning
Office of Environmental Information
Environmental Protection Agency, Washington, DC

February 2011–July 2013
March 2008–January 2010

Acting Deputy Office Director (SES), GS-15
Office of Technology Operations and Planning
Office of Environmental Information
Environmental Protection Agency, Washington, DC

January 2010 – February 2011

IT Specialist, GS-14/15
Office of Technology Operations and Planning
Office of Environmental Information
Environmental Protection Agency, Washington, DC

June 2002 –March 2008

Biologist, GS-11/12/13
Office of Water and Office of Pollution Prevention
and Toxics
Environmental Protection Agency, Washington, DC

April 1991 – June 2002

PROFESSIONAL AFFILIATIONS/HONORS/AWARDS

- American Council for Technology (ACT) - Fellow of the Year (2013) and Member
- Red Tape Cutter Staff Choice Award
- Awarded Bronze Medals for Commendable Service: Coal Mining Effluent Guideline
- Awarded OPPT Mission Award, Persistent Bioaccumulative Toxics Initiative

EDUCATION AND SPECIALIZED

- Bachelor of Science, Natural Resources Management and Biology
- Master of Science, Environmental Biology
- Leadership for a Democratic Society
- Partners Program

